

Sheffield Teaching Hospitals

NHS Foundation Trust

Minutes of the Meeting of the BOARD OF DIRECTORS' Strategic Seminar held on Friday 25th March, 2011, in the Board Room, Royal Hallamshire Hospital

PRESENT:	Mr. D. R. Stone (Chair)
	Sir Andrew Cash
	Professor H. A. Chapman
	Ms. V. Ferres
	Mr. M. Gwilliam
	Ms. S. Harrison
	Miss K. Major
	Mr. N. Priestley
	Mr. V. Powell
	Mr. I. Thompson
	Dr. D. Throssell
APOLOGY:	Mr. J. Donnelly
IN ATTENDANCE:	Mrs. J. Phelan
	Mr. N. Riley

1. Managing Risks in Austere Times

The Trust Secretary gave a presentation (copies of which are attached to the Minutes of the Seminar) concerning the issues facing the Trust in addressing risk in a changing environment. The Board discussed the contents of the presentation and agreed that the quote used at the commencement of the presentation "We are shaping the world faster than we can shape ourselves and we are applying to the present the habits of the past" by Winston Churchill was a powerful statement which the Board could use at future Board seminars to determine the extent to which it was addressing these issues.

In terms of openness and transparency, the Trust Secretary introduced a paper which had been previously circulated with the agenda looking at how these issues might be addressed by the Board going forwards. Members discussed options such as the use of Part 1 and Part 2 Board Meetings, the issues which the Healthcare Governance may face in ensuring that an open and transparent discussion of critical issues and the particular challenges post by the requirements of the freedom of information act which went far wider than the media request for information and which were not in the gift of the Board to determine if the request met the requirements of the Act.

The Chairman concluded this discussion by thanking the Trust Secretary for this early discussion and noting that a paper would now be considered by the Trust Executive Group and would return to the Board for formal discussion in the next couple of months or so.

2. Sheffield Teaching Hospitals Strategy for the Future

The Chief Executive and Service Development made a presentation (copies of which are attached to the Minutes). The Board debated the issues raised by the paper using two questions:-

- What excites you about the future?
- What worries you about the future?

The contents of the small group discussions were captured on flip charts and the following general points were made:-

The importance of keeping the pillars and enablers as expressed in the current strategy.

For the next 12 months the Strategy should be refreshed and reflect the outcome of the contract negotiations with NHS Sheffield. As part of that refresh the current 18 objectives would need to be updated. In parallel, work would commence on developing an updated strategy for austere times which would formally commence from 2012/13 onwards. In that context, it was noted that the Trust would need to pay significant attention to profitability rather than growth in income.

The Chairman thanked Kirsten Major for her inaugural presentation to the Board which he felt had provided much food for thought. He felt that the Board had found the discussion around what excited us and worried us very interesting and had resulted in the identification of real opportunities for improving services.

3. The Chairman thanked Board Members for attending the seminar which was then closed.